



1998

Application Forms & Instructions

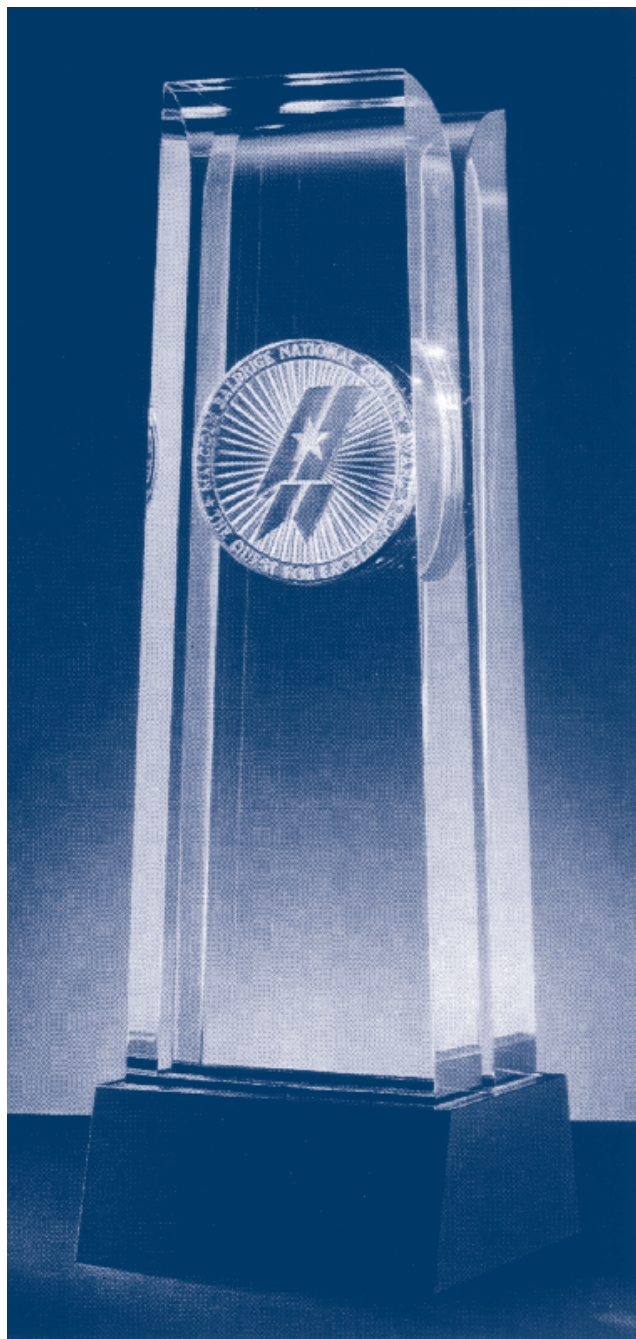
The Award, composed of two solid crystal prismatic forms, stands 14 inches tall. The crystal is held in a base of black, anodized aluminum with the Award winner's name engraved on the base. A solid bronze, 22-karat, gold-plated, die-struck medallion is captured in the front section of the crystal. The medal bears the inscriptions "Malcolm Baldrige National Quality Award" and "The Quest for Excellence" on one side and the Presidential Seal on the other.

Awards traditionally are presented by the President of the United States at a special ceremony in Washington, D.C.

Awards are made annually to recognize U.S. companies for performance excellence. Awards may be given in each of three eligibility categories:

- Manufacturing companies
- Service companies
- Small businesses

Award recipients may publicize and advertise receipt of the Award. Award recipients are expected to share information about their successful performance strategies with other U.S. organizations.



Crystal by Steuben
Medal by The Protocol Group

If your organization plans to apply for the Award in 1998, you will also need the booklet titled *1998 Criteria for Performance Excellence*. Ordering instructions are given on page 28.

Eligibility Determination Package due — April 15, 1998
Award Application Package due — June 1, 1998



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CHANGES IN ELIGIBILITY RULES: In the past, individual subunits or partial aggregations of subunits of “chain” or “franchise” organizations (such as hotels, retail stores, banks, restaurants, or different plants manufacturing the same product) were not eligible. Subunits of such organizations are no longer categorically ineligible since there are some subunits that are largely self-sufficient, distinguishable as a separate entity, and large enough to qualify on their own. However, subunits of this type must still satisfy the applicable eligibility rules, particularly those concerning subunits. (See pages 7-8.)

Award recipients are ineligible to reapply for another award for a period of five years after which they may reapply. Now, they also have the option of reapplying “for feedback only.”

INFORMATION ON THE BALDRIGE AWARD AND THE AWARD PROCESS

What is the purpose of this booklet?

The purpose of this booklet is to provide Award Program information sufficient for interested companies to decide whether to apply for the Award **and** to provide eligibility and application instructions and forms.

What is the Malcolm Baldrige National Quality Award?

The Malcolm Baldrige National Quality Award (MBNQA), created by public law in 1987, is the highest level of national recognition for performance excellence that a U.S. company can receive.

The major focus of the Award is on results, including customer satisfaction. It is **not** given for specific products or services. To be an Award recipient, a company must have a system which ensures continuous improvement in the delivery of products and/or services and provides a way of satisfying and responding to customers.

Awards may be given annually in each of three eligibility categories: manufacturing companies, service companies, and small businesses.

Why was the Award established?

The Award was established to promote the awareness of performance excellence as an increasingly important element in competitiveness. Not only does it recognize excellent companies, the Award also exists to increase the understanding of the requirements for performance excellence. To accomplish this, the Award promotes a sharing of information on successful performance strategies and the benefits derived from implementation of these strategies.

Who may participate?

Privately and publicly owned for-profit businesses headquartered in the United States and its territories may participate. Some subunits of companies may apply if they are discrete, largely self-sufficient entities, and if they meet certain size requirements.

Who is involved with the Award process?

National Institute of Standards and Technology (NIST): Responsibility for the Award is assigned to the Department of Commerce. NIST, an agency within the Department's Technology Administration, manages the Award Program.

American Society for Quality (ASQ): ASQ assists in administering the Award Program under contract to NIST.

Board of Examiners: The Board of Examiners evaluates Award applications and prepares feedback reports for the applicants. Examiners are volunteers primarily from the private sector, who are selected on the basis of their business and quality expertise.

Judges: Judges select Award applicants that will undergo site visits and recommend Award recipients. Judges are appointed by the Secretary of Commerce from all sectors of the U.S. economy.

Board of Overseers: The Board is appointed by the Secretary of Commerce and is the advisory organization on the Award to the Department of Commerce. Board members are distinguished leaders from all sectors of the U.S. economy.

The Foundation for the Malcolm Baldrige National Quality Award: The Foundation was created to raise funds to permanently endow the Award Program and to manage that endowment.

What are the Criteria for Performance Excellence?

The Criteria for Performance Excellence provide organizations with an integrated, results-oriented framework for implementing and assessing processes for managing all operations. These Criteria are also the basis for giving Awards and providing feedback to applicants. The Criteria consist of seven Categories:

Leadership: The company's leadership system, values, expectations, and public responsibilities.

Strategic Planning: The effectiveness of strategic and business planning and deployment of plans, with a strong focus on customer and operational performance requirements.

Customer and Market Focus: How the company determines customer and market requirements and expectations, enhances relationships with customers, and determines their satisfaction.

Information and Analysis: The effectiveness of information collection and analysis to support customer-driven performance excellence and marketplace success.

Human Resource Focus: The success of efforts to realize the full potential of the work force to create a high performance organization.

Process Management: The effectiveness of systems and processes for assuring the quality of products and services.

Business Results: Performance results, trends, and comparison to competitors in key business areas—customer satisfaction, financial and marketplace, human resources, suppliers and partners, and operations.



What is the basis for the Criteria?

Criteria are developed from the state-of-the-art learnings of private and public sector organizations that are working to achieve organizational quality and performance excellence. The Criteria reflect validated, leading-edge practices for achieving performance excellence.

What does a company receive for applying?

Each applicant gains an outside perspective on its business based on 300–1,000 hours of review by at least six experts. The results of this review are distilled in a feedback report, outlining strengths and opportunities for improvement based on the Criteria. Feedback reports are often used by companies as part of their strategic planning processes to focus on their customers and to improve productivity, as well as to help energize and guide their organizational improvement programs.

How are Award recipients selected?

Award applications are reviewed by a team from the Board of Examiners. High-scoring applicants receive site visits. Award recipients are recommended from among the site-visited companies by a Panel of Judges. The Secretary of Commerce makes the final selection of Award recipients.

What does a company receive if it is an Award recipient?

Award recipients receive a crystal trophy bearing a gold-plated, die-struck medallion with the inscriptions “Malcolm Baldrige National Quality Award” and “The Quest for Excellence.” Awards traditionally are presented by the President of the United States at a special ceremony in Washington, D.C. Award recipients may publicize and advertise receipt of the Award.

Is the identity of applicants and the information submitted known to the public?

The identity of all applicants remains confidential unless they are an Award recipient. The information they submit is also treated as confidential.

What is expected of Award recipients?

Award recipients are required to share information on their successful performance and quality strategies with other U.S. organizations. However, recipients are not required to share proprietary information, even if such information was part of their Award application. The principal mechanism for sharing information is the annual Quest for Excellence Conference, highlighted on the inside back cover. Sharing beyond the Quest for Excellence Conference is on a voluntary basis.

How do companies apply?

Applying for the Award is a two-step process. The first step is eligibility determination which involves establishing that the organization meets eligibility requirements. Instructions and forms for establishing eligibility are on pages 7-18.

Once eligibility has been determined, the second step consists of preparing and completing an application form and an application report. The application report must summarize the organization's practices and results in response to the requirements in the Items of the Criteria for Performance Excellence. The instructions and forms needed to apply are on pages 19-27.

Are there any changes to the eligibility rules this year?

In the past, individual subunits or partial aggregations of subunits of “chain” or “franchise” organizations (such as hotels, retail stores, banks, restaurants, or different plants manufacturing the same product) were not eligible. Subunits of such organizations are no longer categorically ineligible since there are some subunits that are largely self-sufficient, distinguishable as a separate entity, and large enough to qualify on their own. However, subunits of this type must still satisfy the applicable eligibility rules, particularly those concerning subunits.

Award recipients are ineligible to reapply for another award for a period of five years after which they may reapply. Now, they also have the option of reapplying “for feedback only.”

1998 APPLICATION STEPS AND KEY DATES

Step 1: Eligibility Determination

Eligibility Determination Package
postmarked to ASQ by **April 15, 1998.**

Step 1:

Prepare and submit the Eligibility Determination Package as early as possible, but no later than April 15, 1998, to establish eligibility in one of three Award categories: Manufacturing, Service, and Small Business. (See pages 7-18.)

Step 2: Award Application

Award Application Package
postmarked to ASQ by **June 1, 1998.**

Step 2:

Prepare and submit 20 copies of the application report with the application fee(s) by June 1, 1998. (See pages 19-27.)

FEES FOR THE 1998 AWARD CYCLE

Eligibility Determination Fee

Postmarked to ASQ with the Eligibility
Determination Package by **April 15, 1998.**

A nonrefundable \$100 fee must be submitted with the Eligibility Determination Package.

Application Fee

Postmarked to ASQ with the Award Application
Package by **June 1, 1998.**

The application fee, which must be included as part of the Award Application Package, covers expenses associated with the review of applications and development of feedback reports.

Manufacturing Category - \$4500

Service Category - \$4500

Small Business Category - \$1500

Supplemental Sections - \$1500 each (See page 19.)

Site Visit Review Fee

Due at ASQ two weeks after the site visit.

The site visit review fee is paid only by applicants receiving a site visit.

The fee is set when visits are scheduled and covers expenses associated with the site visit and the development of site visit reports. The fee depends upon the number of sites to be visited, the number of Examiners assigned, and the duration of the visit.

The fee for small business applicants is one-half the rate for applicants in the manufacturing and service categories.

1998 AWARD PROGRAM PROCESSES AND TIME FRAMES



Stage 1:

The application report is reviewed independently by at least six members of the Board of Examiners.

At the conclusion of this review, the Panel of Judges determines which applications should be forwarded for consensus review. At each stage, applicants receive every reasonable consideration to advance to the next stage.

Stage 2:

The application report is reviewed jointly by at least six members of the Board of Examiners led by a Senior Examiner.

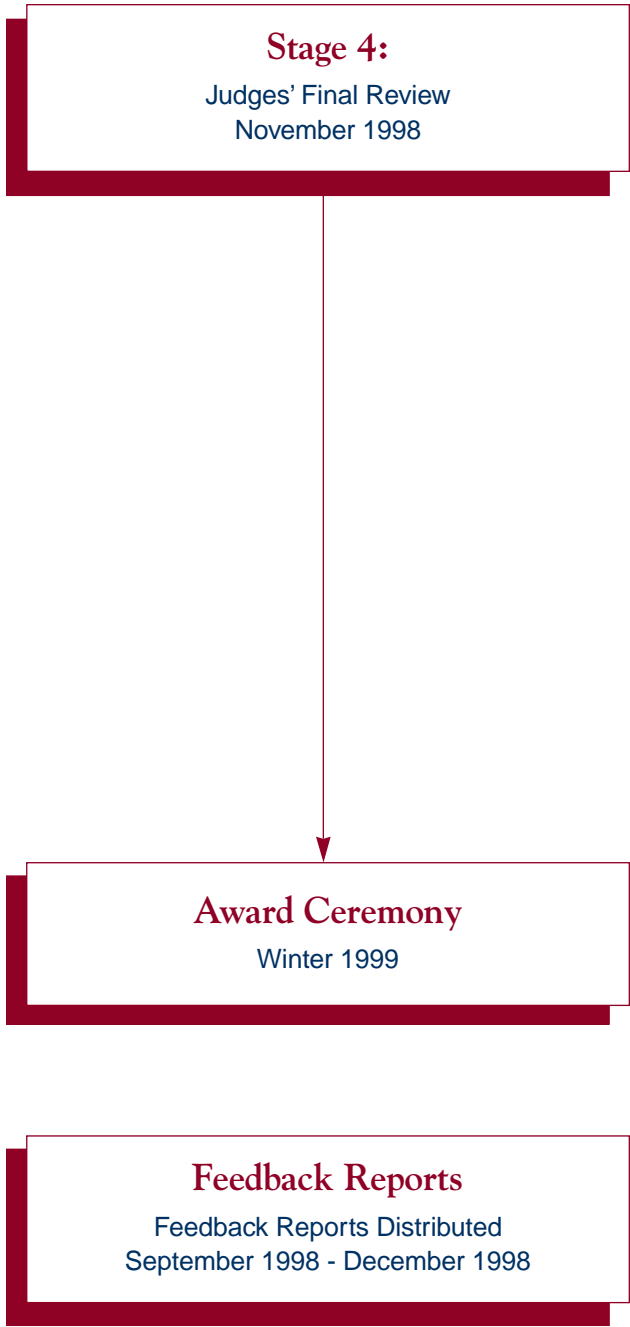
At the conclusion of this review, the Panel of Judges determines which applicants should receive site visits.

Stage 3:

Site visit verification and clarification of the application report is conducted by a team of four to eight members of the Board of Examiners led by a Senior Examiner.

Site visits consist primarily of a review of pertinent records and data and interviews with executives and employees. Applicants selected for site visits receive the names of Examiners scheduled to participate. No site visits are conducted at sites outside of the United States or its territories.

A report by the site visit review team is submitted to the Panel of Judges.



Stage 4:

The Panel of Judges conducts final reviews and presents Award recipient recommendations to the Director of NIST who conveys the recommendations to the Secretary of Commerce. The Secretary of Commerce makes the final determination of Award recipients.

Role Model Determination:

The Secretary of Commerce and the Director of NIST are responsible for determining that an applicant would be an appropriate role model and therefore should be approved as a Baldrige Award recipient. The purpose of this determination is to help ensure that the Award's integrity is preserved.

For the role model determination, NIST conducts records checks on potential Award recipients to ensure compliance with legal and regulatory requirements. These include records of the Internal Revenue Service, the Federal Bureau of Investigation, the Bureau of Export Administration, the General Services Administration, and local police and judicial offices in the headquarters' jurisdiction of the applicant. No new or independent investigations are conducted.

The Ceremony:

The Awards traditionally are presented by the President of the United States at a special ceremony in Washington, D.C.

Feedback Reports:

Each applicant receives a feedback report after it is determined that the applicant will not move to the next stage of consideration for the Award.

Feedback reports are prepared by members of the Board of Examiners based on the applicant's responses to the Criteria for Performance Excellence.

STEP 1 - 1998 ELIGIBILITY DETERMINATION PACKAGE INSTRUCTIONS



I. Purpose

The purpose of this section is to provide applicants with instructions for preparing the 1998 Eligibility Determination Package, the first step in applying for the Malcolm Baldrige National Quality Award (MBNQA). These instructions describe the considerations that are used to determine eligibility and how to fill out the Eligibility Determination Form.

II. Objective

The objective of the Eligibility Determination Package is to provide sufficient information to establish if the company is eligible to apply for the MBNQA. In addition, the completed Eligibility Determination Package represents a useful profile of the company. For this reason, it is included in the application report under Step 2 and is often the first information about the applicant read by Examiners.

III. Content Requirements

A. Eligibility Determination Form and Attachments (See pages 11-16.)

1. The form must be filled out completely and signed. All information provided is considered confidential.
2. A line and box organization chart for the applying organization must be attached.
3. If the applying organization is a subunit of a larger organization, the following must also be attached:
 - Line and box organization charts showing the relationship of the applicant to the highest management level of the parent organization, including all intervening levels, and
 - A copy of the relevant section/pages of an official publication supporting the subunit designation.

B. Letter of Transmittal

A transmittal letter on company stationery signed by the Authorizing Official must cover the Eligibility Determination Package.

C. Fee

A check or money order must be attached for the nonrefundable fee of \$100. The fee must be payable to "The Malcolm Baldrige National Quality Award."

D. Submission

Potential applicants for the 1998 Award are encouraged to submit the Eligibility Determination Package as soon as possible, **but must do so no later than April 15, 1998.**

IV. Eligibility Determination

The Eligibility Determination Package will be reviewed. If clarification is required, the designated Eligibility Inquiry Point will be contacted. Applicants will be notified of their eligibility status within 14 days of receipt by the American Society for Quality (ASQ) of the package, or additional information will be requested. The form showing the eligibility determination decision will be returned.

V. Eligibility Categories and Restrictions

A. Eligibility Categories

Public Law 100-107 established three eligibility categories of the Award: Manufacturing, Service, and Small Business. Any for-profit business headquartered in the United States or its territories, including U.S. subunits of foreign companies, may apply for the Award. Eligibility for the Award is intended to be as open as possible. For-profit businesses including publicly or privately owned, domestic or foreign owned companies, joint ventures, corporations, sole proprietorships, partnerships, and holding companies may apply.

The three categories are defined as follows:

1. Manufacturing

Companies or subunits that produce and sell manufactured products or manufacturing processes, and those companies that produce agricultural, mining, or construction products.

2. Service

Companies or subunits that sell services.

Note: Where an applicant is both a manufacturer and a service provider, the larger percentage of sales will determine the category.

3. Small Business

Companies with not more than 500 employees engaged in manufacturing and/or the provision of services.

B. Restrictions on Eligibility

The following restrictions and conditions ensure fairness and consistency in definition:

1. Local, state, and national government agencies, not-for-profit organizations, trade associations, and professional societies are not eligible.
2. The applicant must have been in existence prior to April 15, 1997.
3. All subordinate elements of the applicant's organization must be included in the application.

4. An applicant is eligible only if the operational practices associated with all major organizational functions are inspectable in the United States or its territories. If an applicant has some activities performed outside the applicant's immediate organization (e.g., by a parent organization or its other subunits, or overseas components of the applicant), it must ensure that:

- In the event of a site visit, the appropriate people and materials will be available for examination in the U.S. to document its operational practices in all major organizational functions, and
- In the event the applicant wins the Award, it will be able to share information on the seven Criteria Categories at the Quest for Excellence Conference and at its U.S. facilities.

5. Subunits

For purposes of the 1998 Award Application, a subunit will be taken to mean a unit or division of a larger organization. The larger organization that owns or controls a subunit will be referred to as the “parent.”

- a. A subunit must be largely self-sufficient and must be examinable in all seven Criteria Categories.
- b. A subunit must have a clear definition of organization as reflected in organizational literature, e.g., organization charts, administrative manuals, and annual reports, and be recognizable as a discrete entity and easily distinguishable from the parent or other subunits of the parent.
- c. The subunit must function as a business or operational entity, not as a collection of activities aggregated for the purposes of writing an Award application.
- d. A subunit is not eligible if it is primarily an internal supplier of products or services to the parent organization and its subunits.

e. Subunits performing solely support functions are not eligible. Ineligible Business support functions include: sales, marketing, distribution, customer service, finance and accounting, human resources, environmental, health, and safety of employees, purchasing, legal services, and research and development.

f. A subunit must satisfy at least one of the following conditions:

- It must have more than 500 full-time employees, OR
- It must have at least 25 percent of all employees in the worldwide operations of the parent, OR
- It was an independent organization prior to being acquired by its parent and continues to operate largely independently under its original identity.

6. Multiple-Application Restrictions

- a. A subunit and its parent may not both apply for Awards in the same year.
- b. Only one subunit may apply for an Award in the same year in the same Award category. In the event of multiple submissions from subunits of the same parent, the parent will be given the option of deciding which will represent it, or allowing the earliest application received, which is determined to be eligible, to represent that organization.

7. Eligibility Restrictions on Award Recipients

Award recipients are ineligible to reapply for another Award for a period of five years, after which they may reapply for the Award or “for feedback only.” If a subunit receives an Award, that subunit and all its subunits are ineligible to apply for the Award for a period of five years. If a subunit which has more than fifty percent of the total employees of the parent receives an Award, the parent and all its subunits are ineligible to apply for the Award for a period of five years.

ELIGIBILITY DETERMINATION FORM - INSTRUCTIONS



Item Instructions

Item 1. Applicant

Provide the applicant's official name which can be used to make the role model determination. (See page 6.) Also, provide any other names by which the applicant may be known to its customers, and its earlier name if there has been a name change within the last five years. Provide the address of the applicant's headquarters. Check whether or not the applicant has existed for at least one year, or prior to April 15, 1997. If the answer is "No," briefly explain.

Attach a line and box organizational chart for the applying organization.

Item 2. Highest-Ranking Official

Provide the name, title, mailing address, and telephone and fax number of the applicant's highest-ranking official.

Item 3. For-Profit Designation

Check the appropriate response. Only for-profit organizations are eligible for an Award.

Item 4. Industrial Classification

Provide up to three three-digit NAICS codes that best describe the applicant's products and/or services. See page 18 for further information.

Item 5. Size and Location of Applicant

- a. Check the appropriate range for sales of the applicant for the preceding fiscal year.
- b. Give the number of different sites of all units of the applicant. Offices or other work areas located near each other need not be counted as separate sites if the applicant considers them as one location for business and personnel purposes.
- c. Give an estimate of the number of employees of the applicant as of April 15, 1998.
- d. State the approximate percent (to the nearest whole number) of employees of the applicant located in the United States or its territories.
- e. State the approximate percent (to the nearest whole number) of physical assets of the applicant located in the United States or its territories.
- f & g. Check the appropriate response.

Item 6. Award Category

Based on the information given on page 7, indicate in which one of the three Award categories the applicant is planning to apply.

Item 7. Percent Customer Base

Check the appropriate response. If the answer is "No," briefly describe these customers and their relationship to the applicant.

Item 8. Site Listing and Descriptors

- a. Provide the complete address of each site. In cases where the applicant has many sites performing the same function, these sites may be aggregated under one listing. Instead of the addresses for each, a summary statement about the locations may be made. If a site visit is to be conducted, a more detailed listing will be requested when the visit is planned. If the applicant has foreign sites, these sites must be included. The Site Listing and Descriptors page should be duplicated if all sites cannot be listed on a single page. The 1998 Application Report must address activities in foreign sites in the appropriate Items. No site visits will be conducted at sites outside the United States or its territories.
- b. Provide the approximate **percent** of the applicant's employees at each site. Provide the approximate **percent** of the applicant's sales accounted for by the output of each site. Use "Not Applicable" (N/A) for percent sales, when appropriate.
- c. Describe the types of all major products or services that are the output of each site. It may be necessary to state the relationship between the output of the site and the applicant's final products and services. It is not necessary to list every product or service.

Item 9. Business Factors

Provide a brief description of the following key business factors:

- a. Nature of the applicant's business (products, services, and technologies). A list of **key** competitors must be included;
- b. Nature of major markets (local, regional, national, and international). A list of **key** customers must be included; and
- c. Importance of suppliers, dealers, distributors, and franchises. A list of **key** suppliers and an indication of the type of product or service provided must be included.

(The lists of key competitors, customers, and suppliers are used to consider conflict of interest in assigning Examiners.)

Item 10. Subunit Designation

If the applicant is a subunit of a larger organization, then responses to Item 10a through 10j are required; otherwise, go to Item 11.

- a. Provide the name and address of the parent and the name and title of the highest official of the highest level of ownership of the parent. Provide the number of worldwide employees of the parent including all its subunits. Do not include joint ventures.
- b. Check the appropriate response.
- c. Check the appropriate response.
- d. Check the appropriate response.
- e. Check the appropriate response.
- f. Check the appropriate response. If two or more subunits from the parent are planning to apply, provide a brief explanation. Only one can be accepted per Award category.
- g. Submit a short document, such as an annual report or the appropriate page(s) from a company publication, showing the organization of the parent and its relationship to the applying unit. This publication must show that the applying unit has existed for at least one year. Indicate the title of this document.
- h. Briefly describe the organizational structure and management links to the parent.

Attach line and box organization chart(s) showing the relationship of the applicant to the highest management level of the parent, including all intervening levels.
- i. Check the appropriate response. If "Yes" is checked, provide a brief description of the market and product or service similarity and the organizational relationships of all units providing the same or similar products and services and the approximate sales for each of those units. Also, if "yes" is checked, explain how the applicant is distinguishable from the parent, and its other subunits.
- j. Briefly describe the major business support functions provided to the applicant by the parent or by other subunits of the parent.

Item 11. Supplemental Sections

Check the appropriate response. If "No" is checked, the Eligibility Inquiry Point will be contacted. Applicants may have two or more diverse product and/or service lines (i.e., in different NAICS codes) with customers, types of employees, technology, planning, and quality systems that are so different that the application report alone does not allow sufficient detail for a fair examination. Such applicants may be required to submit one or more supplemental sections in addition to the application report. (See page 19.) The use of supplemental sections must be

approved during the eligibility determination process and is mandatory once approved.

Item 12. Eligibility Inquiry Point

During the review of the 1998 Eligibility Determination Form and associated materials, the applicant may need to be contacted for additional information. Please designate a person who is knowledgeable about the organization and its structure to answer such inquiries.

Item 13. Signature, Authorizing Official

The signature of the applicant's highest-ranking official or designee is required.

Eligibility Determination

ASQ will return your form with the official determination checked in the box. An approved 1998 Eligibility Determination Form must accompany each of the 20 copies of the 1998 Application Report.

Eligibility Determination Package Preparation Instructions

The 1998 Eligibility Determination Form may be duplicated. In addition, page 2 of the 1998 Eligibility Determination Form (Item 8, Site Listing and Descriptors) should be duplicated if all sites cannot be listed on a single page.

Use the check list on page 17 to ensure that all components of the Eligibility Determination Package have been addressed.

Send a letter of transmittal on company stationery along with the completed form and associated materials, and fee to:

Malcolm Baldrige National Quality Award

c/o ASQ – Baldrige Award Administration
611 East Wisconsin Avenue
P.O. Box 3005
Milwaukee, WI 53201-3005
(414) 272-8575

To avoid delay, applicants are encouraged to submit their completed Eligibility Determination Package as soon as possible, **but must do so no later than April 15, 1998.** All items should be answered. Incomplete forms will cause a delay in determination. All information is considered confidential.

The 1998 Eligibility Determination Package submission must be postmarked on or before April 15, 1998 to be considered for the 1998 Award. If a question arises about the deadline having been met, a dated receipt from the postal or overnight carrier will be required. However, applicants are encouraged to submit the form well ahead of the deadline to avoid delays.



1 Applicant

Official Name _____

Other Name _____

Prior Name _____

Address of Headquarters _____

Has the applicant officially or legally existed for at least one year?
(Check one.) ☐ Yes ☐ No (Briefly explain.)

Attach a line and box organizational chart for the applying organization.

2 Highest-Ranking Official

Mr.
Mrs.
Ms.
Dr.
Name _____

Title _____

Applicant Name _____

Address _____

Telephone No. _____

Fax No. _____

3 For-Profit Designation

Is the applicant a for-profit business?
(Check one.) ☐ Yes ☐ No

4 Industrial Classification

List up to three most descriptive three-digit NAICS codes.
(See page 18.)

5 Size and Location of Applicant

a. Sales preceding fiscal year (Check one.)

☐ 0-\$1M ☐ \$10M-\$100M ☐ \$500M-\$1B

☐ \$1M-\$10M ☐ \$100M-\$500M ☐ Over \$1B

b. Number of sites in: U.S./Territories _____ Overseas _____

c. Total number of employees _____

d. Percent employees in the U.S. and/or territories _____

e. Percent physical assets in U.S. and/or territories _____

f. In the event the applicant is selected for a site visit, can the applicant make available in the U.S. sufficient personnel, documentation, and facilities to allow full examination of its operational practices associated with all major business functions of its worldwide operations?
☐ Yes ☐ No

g. In the event the applicant wins an Award, can the applicant make available sufficient personnel and documentation to share its practices at the Quest for Excellence Conference and at its U.S. facilities?
☐ Yes ☐ No

6 Award Category (Check one.)

☐ Manufacturing ☐ Service ☐ Small Business

7 Percent Customer Base

Is over 50 percent of the sales of the applicant to customers outside of the applicant's organization, its parent company, and other companies with financial or organizational control of the applicant or parent?
(Check one.) ☐ Yes ☐ No (Briefly explain.)

OMB Clearance #0693-0006
Expiration Date: March 31, 1999

This form may be copied and attached to, or bound with, other application materials.

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8 Site Listing and Descriptors

a. Address of Site	b. Relative Size — <i>Percent</i> of Applicant's		c. Description of Products or Services
	Employees	Sales	

Provide all the information for each site except where multiple sites produce similar products or services. For such multiple site cases, see page 9.

This page may be copied and attached to, or bound with, other application materials.



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9

Business Factors

Provide a brief description of the following key business factors:

- a. Nature of applicant's business (products, services, and technologies); conclude with a list of **key** competitors.

- b. Nature of major markets (local, regional, national, and international); conclude with a list of **key** customers.

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9**Business Factors** (Continued)

- c. Importance of suppliers, dealers, distributors, and franchises; conclude with a list of **key** suppliers.

10**Subunit Designation**

Is applicant a subsidiary, business unit, division, or like organization of a larger parent or holding company?

(Check one.)

☐ Yes (Continue) ☐ No (Go to Item 11.)

a. Parent

Name _____

Address _____

Highest Official _____

Title _____

Number of worldwide employees of the parent _____

b. Does the applicant have more than 500 employees?

(Check one.) ☐ Yes ☐ No

c. Does the applicant comprise over 25 percent of the worldwide employees of the parent?

(Check one.) ☐ Yes ☐ No

d. If the parent is a holding company, did the applicant operate as an independent company prior to acquisition?

(Check one.) ☐ Yes ☐ No

e. Does the applicant consist of more than 50 percent of the worldwide sales of the parent?

(Check one.) ☐ Yes ☐ No

f. Is the applicant's parent or another subunit of the parent intending to apply?

(Check one.)

☐ Yes (Briefly explain.) ☐ No ☐ Don't know



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10

Subunit Designation (Continued)

- g. Name the document supporting the subunit designation.

Include a copy of the document with this form.

- h. Briefly describe the organizational structure and management links to the parent.

Attach line and box organizational chart(s) showing the relationship of the applicant to the highest management level of the parent, including all intervening levels.

- i. Do other units within the parent provide similar products or services?

(Check one.) ☐ Yes (Briefly explain.) ☐ No

If "Yes", also explain how the applicant is distinguishable from the parent and its other subunits.

- j. Briefly describe the major business support functions provided to the applicant by the parent or by other subunits of the parent.

Malcolm Baldrige National Quality Award

11 Supplemental Sections

Does the applicant have: (a) a single performance system that supports all of its product and/or service lines, and (b) products or services essentially similar in terms of customers, technology, types of employees, and planning?

(Check one.)

☐ Yes (Go to Item 12.)

☐ No (Briefly describe the differences in the products and/or services covered in terms of differences in customers, technology, types of employees, and planning. You will be contacted.)

12 Eligibility Inquiry Point

Mr.
Mrs.
Ms.
Dr.
Name _____

Title _____

Applicant Name _____

Mailing Address _____

Overnight
Mailing Address _____

Telephone No. _____

Fax No. _____

13 Signature, Authorizing Official

Date _____

X

Mr.
Mrs.
Ms.
Dr.
Name _____

Title _____

Applicant Name _____

Address _____

Telephone No. _____

DO NOT WRITE BELOW THIS LINE

1998 Eligibility Determination

☐ Manufacturing

☐ Service

☐ Small Business

☐ Ineligible

Award Administration

For Official Use Only

ELIGIBILITY DETERMINATION PACKAGE CHECK LIST



1. Eligibility Determination Form:

- a. Have all questions been answered completely?
☐ Yes ☐ No
- b. Is a line and box organization chart included which shows all components of the applicant organization?
☐ Yes ☐ No
- c. If the applicant is a subunit of a larger organization:
- Are line and box organization charts included which show the relationship of the applicant to the highest management level of the parent, including all intervening levels?
☐ Yes ☐ No
 - Are relevant sections/pages of an official company publication supporting the subunit designation included?
☐ Yes ☐ No
- d. Is the Eligibility Determination Form signed by the Authorizing Official?
☐ Yes ☐ No

2. Letter of Transmittal:

Is the Eligibility Determination Package covered by a letter on company stationery and signed by the Authorizing Official or designee?

☐ Yes ☐ No

3. Fee:

Is a check or money order included for the nonrefundable eligibility determination fee of \$100 made payable to: **The Malcolm Baldrige National Quality Award?**

☐ Yes ☐ No

If you have checked "No" to ANY question on this list, please recheck the Instructions on pages 7-10 before submitting your Eligibility Determination Package.

NORTH AMERICAN INDUSTRY CLASSIFICATION SYSTEM (NAICS) CODES

The Baldrige Award Program is shifting from Standard Industrial Classification (SIC) codes to the replacement North American Industry Classification System (NAICS) codes and from two-digit codes to three-digit codes. Assistance in determining the codes of the applicant's business can be obtained in three ways:

- Connect to "<http://www.census.gov>", select "subjects A to Z", select "N", select NAICS (North American Industry Classification System)."
- Purchase the NAICS Manual which may be published February 1998. Status of the publication and where it can be purchased will be available on the Census website noted above.
- Contact Lanse Felker at the National Quality Program office at (301) 975-2715.

The National Quality Program welcomes your comments on the *Application Forms & Instructions*, the Criteria, or any of the Award processes. Please address your comments to:

1998 Application Forms & Instructions
National Institute of Standards and Technology
National Quality Program
Route 270 and Quince Orchard Road
Room A635
Gaithersburg, MD 20899

or

E-mail: nqp@nist.gov

or

Web Address: <http://www.quality.nist.gov>

STEP 2 - 1998 AWARD APPLICATION PACKAGE INSTRUCTIONS

I. Purpose

The purpose of this section is to provide applicants determined eligible under Step 1 with instructions for preparing the Award Application Package. These instructions describe content, format, assembly, and submission requirements and give guidelines for responding to the Criteria Items.

II. Objective

The objective of the Award Application Package is to allow the applicant to provide sufficient information to permit a rigorous evaluation by the Board of Examiners. Information is required on the applicant's performance management system and on results of its improvement processes. All information provided is considered confidential.

III. Content Requirements

A. Application Report - All Applicants

Only an Application Report is required if an applicant has a single performance system that supports all of its product and/or service lines and if the products or services are essentially similar in terms of customers, technology, types of employees, planning, and quality systems. ***This is the case with most applicants.***

An Application Report must contain the following in the order listed:

- Front Cover – Blank (no text, pictures or figures)
- Title Page
- Labeled Tabs or Dividers
- Table of Contents
- Approved 1998 Eligibility Determination Form
- Organization Chart(s)
- 1998 Application Form
- Business Overview (5 pages or less)
- Glossary of Terms and Abbreviations
- Responses Addressing the Criteria Items (Items 1.1 through 7.5) (50 pages or less)
- Summary of Supplemental Sections, if applicable (2 pages or less) (See "Supplemental Sections")
- Back Cover – Blank

All units/subunits of the applicant must be included in the Application Report [and/or Supplemental Section(s)].

Note: More explanation of the content and writing of these report parts is contained below in the sections titled "Description of Application Report Parts" and "Guidelines for Writing an Application Report," pages 21-25.

B. Supplemental Sections

In order to maintain an equivalent level of detail for all sizes and types of applicants, certain applicants may also need to provide supplemental sections. Supplemental sections are intended to permit applicants with the most complex organizations and performance systems to describe them in sufficient detail to permit a rigorous examination. Supplemental sections may be required if the applicant has two or more diverse product and/or service lines (i.e., in different NAICS codes) with customers, technology, types of employees, planning, and quality systems that are so different that the application report alone will not allow sufficient detail for a fair examination.

The use of supplemental sections must be approved during eligibility determination. Once supplemental sections are approved, they must be submitted by the applicant. If both an application report and supplemental section(s) are submitted, the application report should cover the largest aggregation of similar product or service lines that are supported by a single performance system.

Together, the application report and the supplemental section(s) must cover all products and/or services and all performance systems of the applicant.

Each Supplemental Section must contain:

- Front Cover – Blank (no text, pictures, or figures)
- Title Page
- Labeled Tabs or Dividers
- Table of Contents
- Organization Chart
- Summary of Supplemental Section(s) (2 pages or less)
- Business Overview (5 pages or less)
- Glossary of Terms and Abbreviations
- Responses Addressing the Criteria Items (Items 1.1 through 7.5) (35 pages or less)
- Back Cover – Blank

IV. Format Requirements

The application report and supplemental section(s), if any, must meet the page limit, typing, and format requirements below.

A. Page Limits and Exclusions

1. The Business Overview for the application report and each supplemental section is limited to five single-sided pages. If the Business Overview exceeds the five-page limit, the excess pages will be counted as part of the page count for the Responses Addressing the Criteria Items.
2. The Responses Addressing the Criteria Items is limited to 50 single-sided pages including pictures, graphs, figures, tables, and appendices. The responses must contain the same Category and Item numerical designations (Item 1.1 through Item 7.5) as the 1998 Criteria. Applicants should denote the Areas to Address with letters a, b, c, etc., corresponding to each Area. Applicants should denote responses to Areas by underlining the Item/Area (e.g., 4.2a).
3. The covers, dividers, tab separators, Table of Contents, Organization Chart(s), Eligibility Determination Form, Application Form, and Glossary of Terms and Abbreviations which contain only the subject material will not be counted as part of the page limit in either the application report or supplemental section. However, if these pages contain any additional material, e.g., text, quotes, graphs, figures, data tables, or pictures, they will be considered part of the Responses Addressing the Criteria Items and counted as part of the page count for it.
4. The Summary of Supplemental Section(s), if applicable, is limited to two single-sided pages. If the summary exceeds the two-page limit, the excess will be counted as part of the page count for the Responses Addressing the Criteria Items.
5. In supplemental sections, the Responses Addressing the Criteria Items is limited to 35 single-sided pages.

B. Paper size: standard 8 1/2 by 11 inch

C. Typing

1. Font Size
 - Fixed pitch font of 12 or fewer characters per inch OR
 - Proportional spacing font of point size 10 or larger
2. Line Spacing – Equivalent of two points of lead between lines

3. Font Style – Any font style may be used that meets the font size and line spacing requirements, but Helvetica and Times or equivalent styles are preferred.
4. Type used in picture captions, graphs, figures, data tables, and appendices must also meet the requirements for font size and line spacing. If the table or graph is reduced from its original size for inclusion, applicants must use larger type sizes in preparing the original so that the reduced material in the application report meets the font size requirements.

Font style and/or size need not be uniform throughout the application report so long as all styles and sizes meet the requirements.

D. Format

1. The number of lines per page must not exceed 60, including the page headings. A blank line separating paragraphs is counted as a line.
2. A margin of at least 3/4 inch on the side of the page which is bound or fastened and at least 1/2 inch on the opposite side of the page is preferred.
3. Pages set up in a two-column format are preferred. Pages may be printed on both sides.

E. Page Numbering – The pages of the Responses Addressing the Criteria Items must be numbered consecutively from start to finish (e.g., 1, ..., 50). Blank pages should not be numbered.

V. Assembly Requirements

- A. All components of the Application Report and Supplemental Section(s) must be securely fastened to prevent separation during handling. The use of clips or binders with easily opened pressure-sensitive clips is discouraged. Supplemental section(s) must be bound separately from the application report.
- B. The use of bulky binders or similar heavy covers is discouraged.
- C. Copies of video or audio tape or other information aids are not acceptable.

VI. Submission Requirements

- A. Applicants must submit a 1998 Award Application Package containing:
 1. Twenty bound copies of the complete application report and, if appropriate, twenty bound copies of each supplemental section.

Note: One point of lead equals 1/72, or 0.0138, inch.



2. A check or money order covering the application fees for the application report and, if appropriate, each supplemental section.

The 1998 application fees are:

- Manufacturing Company Category – \$4500
- Service Company Category – \$4500
- Small Business Category – \$1500
- Supplemental Sections – \$1500

The check or money order should be made payable to **The Malcolm Baldrige National Quality Award.**

- B. The 1998 Award Application Package must be postmarked or consigned to an overnight delivery service **no later than June 1, 1998**, to be eligible for a 1998 Award. If a question arises about the deadline having been met, the applicant will be asked to supply a dated receipt from the postal or overnight carrier.

Incomplete submissions or those which do not meet the requirements given in the sections titled “Content Requirements” and “Format Requirements” may be returned along with the fee payment.

Send the complete 1998 Award Application Package to:

Malcolm Baldrige National Quality Award
c/o ASQ – Baldrige Award Administration
611 East Wisconsin Avenue
P.O. Box 3005
Milwaukee, WI 53201-3005
(414) 272-8575

VII. Description of Application Report Parts

Each copy of the Application Report must contain:

- A. **Front Cover** – Blank (no text, pictures, or figures).
- B. **Title Page** with the name of the applicant, and optionally, the applicant’s address, pictures, logo, the date, a statement indicating that this is an application for the 1998 Malcolm Baldrige National Quality Award, and/or a company statement regarding confidentiality of content.
- C. **Labeled Tabs or Dividers** separating the sections of the report and containing only the title of the section.
- D. **Table of Contents** indicating the page number of the following: the approved 1998 Eligibility Determination Form, the Organization Chart(s), the 1998 Application Form, the Business Overview, the Glossary of Terms and Abbreviations, and each Category and Item. Areas to Address, Tables, and Figures need not be included in the Table of Contents.
- E. Copy of the completed **1998 Eligibility Determination Form** approved by ASQ, including all Site Listing and

Descriptors pages, and if the applicant is a subunit of a larger organization or is owned by a holding company, a line and box organization chart of the parent/holding company showing where the applicant fits into the overall organization.

- F. Line and box **organization chart of the applicant** with sufficient detail for Examiners to understand the relationships between the applicant’s subunits mentioned in the 1998 Application Report.
- G. Copy of the completed and signed **1998 Application Form** (see page 27) indicating that the applicant agrees to the terms and conditions of the Award process and, if chosen, agrees to host a site visit, to facilitate an open and unbiased examination, to pay reasonable costs associated with the site visit, and, if selected as an Award recipient, to share information on successful performance and quality strategies with other U.S. organizations.
- H. **Business Overview** outlining the applicant’s business, addressing what is most important to the business and the key factors that influence how the business operates and where it is headed. A vital part of the overall application, it is used by the Examiners in all stages of the application review. (See “**How to Prepare the Business Overview**,” page 23.)
- I. **Glossary of Terms and Abbreviations** used in the application report and each supplemental section.
- J. **Responses Addressing the Criteria Items** responding separately to each of the Items of the 1998 Criteria for Performance Excellence. (See “**Guidelines for Writing an Application Report**,” pages 22-25.)
- Respond to each Item as a whole. Address the set of Areas with an emphasis that reflects the applicant’s business and performance system. To facilitate review by the Board of Examiners, respond to the Areas in the order given in the Items. Address activities in foreign sites in the appropriate Items.
 - If an Area to Address does not pertain to the applicant’s business or performance system, provide a statement of one or two sentences explaining why the Area is not applicable. This statement should be given at the end of the overall response to the Item. The Item/Area designator should be used as described under format requirements.
- K. If applicable, a **Summary of Supplemental Sections** — a brief description of each supplemental section, including the products, services, and NAICS codes.
- L. **Back Cover** – Blank.

VIII. Guidelines for Writing an Application Report

Writing an application for the Baldrige Award involves responding in 50 or fewer pages to the requirements given in the 20 Criteria Items. The guidelines given in this section are offered to assist applicants to respond most effectively to these requirements.

The guidelines are presented in four parts:

- (1) General Guidelines regarding the Criteria booklet, including how the Items are formatted;
- (2) Guidelines for Preparing the Business Overview;
- (3) Guidelines for Responding to Approach/Deployment Items; and
- (4) Guidelines for Responding to Results Items.

A. General Guidelines

1. Read the entire Criteria booklet.

The main sections of the booklet provide an overall orientation to the Criteria, including how applicants' responses are evaluated. Applicants should be thoroughly familiar with the following sections:

- Award Criteria (pages 5-21)
- Scoring information (pages 34-35)

- Glossary of Key Terms (pages 3-4)
- Item Descriptions and Comments (pages 22-32)

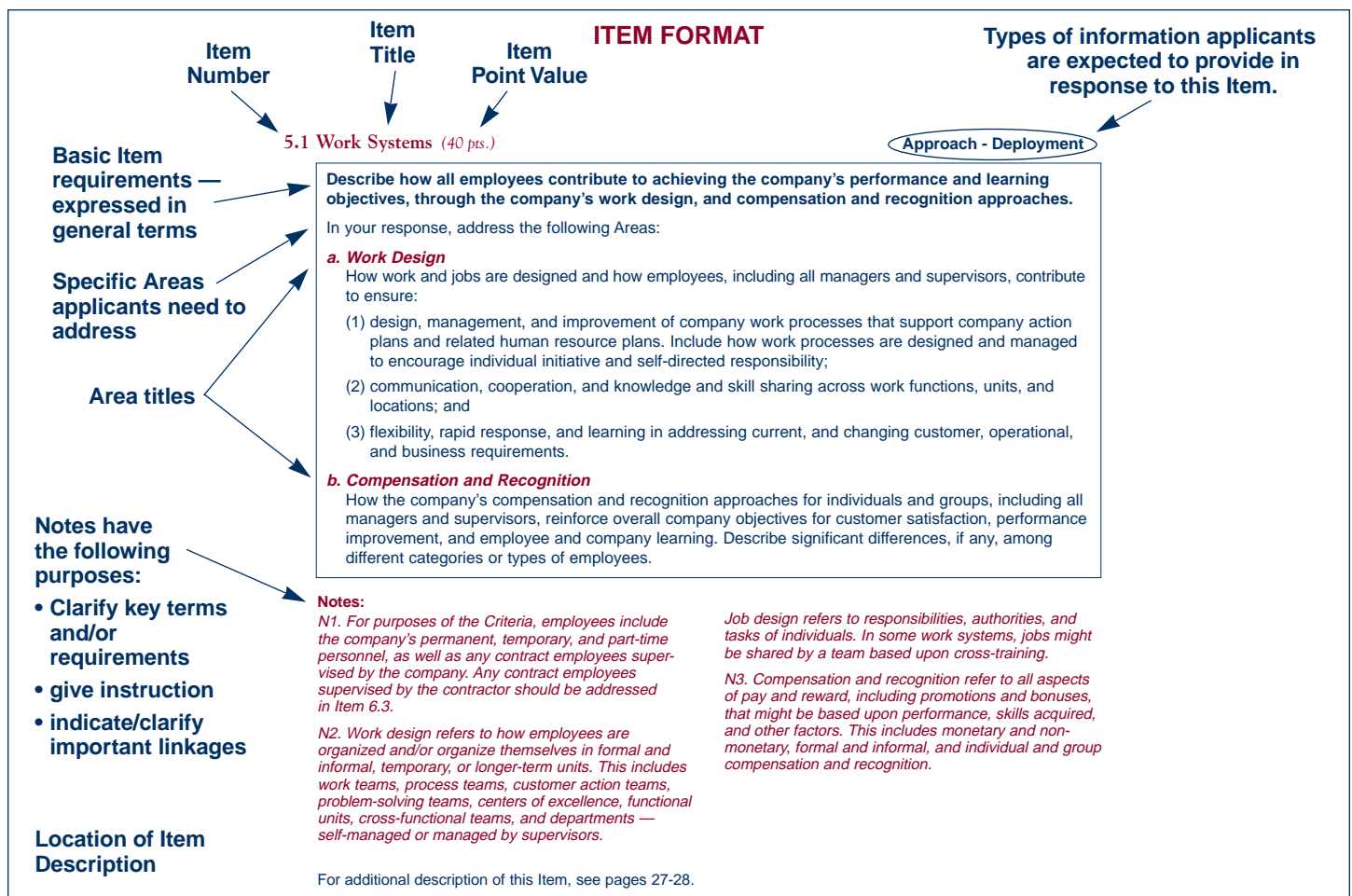
2. Review the Item format.

The Item format (see figure below) shows the different parts of Items, what each part is for, and where each part is placed. It is especially important to understand the Areas to Address and the Item Notes. All Items and Areas to Address are described in a separate section (pages 22-32 of the Criteria booklet).

Each Item is classified either **Approach–Deployment** or **Results**, depending on the type of information required. Guidelines for responding to Approach/Deployment Items are given on page 38 of the Criteria booklet. Guidelines for responding to Results Items are given on page 39.

3. Start by preparing the Business Overview.

The Business Overview is the most appropriate starting point for writing an application. The Business Overview is intended to help everyone — including the company's application writer(s) and reviewer(s) — to understand what is most relevant and important to the applicant's business.





B. Guidelines for Preparing the Business Overview

1. Description of the Business Overview

The Business Overview is an outline of the applicant's business, addressing what is most important to the business, key influences on how the business operates, and where the business is headed. *The Business Overview is intended to help Examiners understand what is relevant and important to the applicant's business.*

The Business Overview is of critical importance to the applicant because:

- it is the most appropriate starting point for writing and reviewing the application, helping to ensure focus on key business issues and consistency in responses, especially in reporting business results; and
- it is used by the Examiners and Judges in all stages of application review, including the site visit.

2. How to Prepare the Business Overview

The Business Overview consists of five sections as follows:

a. Basic description of the company

This section should provide basic information on:

- the nature of the applicant's business: products and services;
- company size, location(s), and whether it is publicly or privately owned;
- the applicant's major markets (local, regional, national, or international) and principal customer types (consumers, other businesses, government, etc.). (Note any special relationships, such as partnerships, with customers or customer groups.);
- a profile of the applicant's employee base, including: number, types, educational level, bargaining units, and special safety requirements;
- major equipment, facilities, and technologies used; and
- the regulatory environment affecting the applicant, such as occupational health and safety, environmental, financial, and product.

If the applicant is a subunit of a larger company, a brief description of the organizational relationship to the "parent" and percent of employees the subunit represents should be given. Briefly describe also how the applicant's products and services relate to those of the parent and/or other units of the parent company. If the parent company provides key support services, these should be described briefly.

b. Customer and market requirements

This section should provide information on:

- key customer and market requirements (for example, on-time delivery, low defect levels, price demands,

and after-sales services) for products and services. Briefly describe all important requirements, and note significant differences, if any, in requirements among customer groups and market segments.

c. Supplier and partnering relationships

This section should provide information on:

- types and numbers of suppliers of goods and services;
- the most important types of suppliers, dealers, and other businesses; and
- any limitations, special relationships, or special requirements that may exist with some or all suppliers and partners.

d. Competitive factors

This section should provide information on:

- the applicant's position (relative size, growth) in the industry;
- numbers and types of competitors;
- principal factors that determine competitive success, such as productivity growth, cost reduction, and product innovation; and
- changes taking place that affect competition.

e. Strategic context

This section should provide information, as appropriate, on:

- major new thrusts for the company, such as entry into new markets or segments;
- new business alliances;
- introduction of new technologies;
- the role of and approaches to process, product, and service innovation;
- changes in strategy; and
- unique factors.

Page Limit

The Business Overview is limited to five pages. These are not counted in the overall application page limit. Typing instructions for the Business Overview are the same as for the application.

It is strongly recommended that the Business Overview be prepared first and that it be used to guide the applicant in writing and reviewing the application.

C. Guidelines for Responding to Approach/Deployment Items

The Criteria focus on key performance results. However, results by themselves offer little *diagnostic* value. For example, if some results are poor or are improving at rates slower than the competition's, it is important to understand *why* this is so and *what* might be done to accelerate improvement.

The purpose of Approach-Deployment Items is to permit diagnosis of the applicant's most important processes — the ones that enable fast-paced performance improvement. Diagnosis and feedback depend heavily upon the *content and completeness* of Approach-Deployment Item responses. For this reason, it is important to respond to these Items by providing key process information. Guidelines for organizing and reviewing such information are given below.

1. Understand the meaning of "how."

Items requesting information on approach include Areas that begin with the word "how." *Applicant responses should outline key process information such as methods, measures, deployment, and evaluation/improvement/learning factors.* Responses lacking such information, or merely providing an example, are referred to in the Scoring Guidelines as *anecdotal information*.

2. Write and review response(s) with the following guidelines, questions, and comments in mind:

■ Show *what* and *how*.

- Does the response show what is done, and does it give a clear sense of how?

It is important to give basic information about *what* the key processes are and *how* they work. Although it is helpful to include *who* performs the work, merely stating *who* does not permit feedback. For example, stating that "customer satisfaction data are analyzed by the Customer Service Department" does not permit feedback, because from this information, strengths and weaknesses in the analysis cannot be given.

■ Show that activities are *systematic*.

- Does the response show a systematic approach, or does it merely provide an example (anecdote)?

Approaches that are systematic are repeatable and use data and information for improvement and learning. In other words, approaches are systematic if they "build in" evaluation and learning, and thereby gain in maturity.

■ Show deployment.

- Does the response give clear and sufficient information on deployment of the approach addressed in the response?

Deployment can be shown compactly by using tables that summarize what is done in different parts of the company.

■ Show focus and consistency.

- Does the response show focus on key processes and improvements that offer the greatest potential to improve business performance and accomplish company action plans?

There are four important factors to consider regarding focus and consistency: (1) the Business Overview should make clear what is important; (2) the Strategic Planning Category, including the strategy and action plans, should highlight areas of greatest focus and describe how deployment is accomplished; (3) descriptions of company-level analysis (Item 4.3) should show how the company analyzes and reviews performance information to set priorities; and (4) the Process Management Category should highlight product, service, support, and supplier processes that are key to overall business performance. *Focus and consistency in the Approach-Deployment Items should yield corresponding results reported in Results Items.*

■ Respond fully to Item requirements.

- Does the response lack information on important parts of an Area to Address?

Missing information will be interpreted as a gap in approach and/or deployment. All Areas should be addressed and checked in final review. Individual components of an Area to Address may be addressed individually or together.

3. Cross-reference when appropriate.

Applicants should try to make each Item response self-contained. However, some responses to different Items might be mutually reinforcing. It is then appropriate to refer to other responses, rather than to repeat information. In such cases, applicants should use Area designators (for example, "see 4.3a").

4. Use a compact format.

Applicants should make the best use of the 50 application pages permitted. Applicants are encouraged to use flow charts, tables, and "bulletized" presentation of information.

5. Refer to the Scoring Guidelines

The evaluation of Item responses is accomplished by consideration of the Criteria Item requirements and the maturity of the company's approaches, breadth of deployment, and strength of the improvement process relative to the Scoring Guidelines. Therefore, applicants need to consider both the Criteria and the Scoring Guidelines in preparing responses.



D. Guidelines for Responding to Results Items

The Criteria place greatest emphasis on results. The following information, guidelines, and example relate to effective and complete reporting of results.

1. Focus on the most critical business results.

Results reported should cover the most important requirements for business success, highlighted in the Business Overview, and the Strategic Planning and Process Management Categories.

2. Note the meaning of the four key requirements from the Scoring Guidelines for effective reporting of results data.

- trends to show directions of results and rates of change;
- performance levels on a meaningful measurement scale;
- comparisons to show how results compare with those of other, appropriately selected organizations; and
- breadth of results to show that all important results are included.

3. Include trend data covering actual periods for tracking trends.

Because of the importance of showing focus and deployment, new data should be included even if trends and comparisons are not yet well established. No minimum period of time is specified for trend data. Time periods might span five years or more for some results.

4. Use a compact format — graphs and tables.

Many results can be reported compactly by using graphs and tables. Graphs and tables should be labeled for easy interpretation. Results over time or compared with others should be “normalized” — presented in a way (such as use of ratios) that takes into account various size factors. For example, reporting safety trends in terms of lost workdays per 100 employees would be more meaningful than total lost workdays, if the number of employees has varied over the time period.

5. Integrate results into the body of the text.

Discussion of results and the results themselves should be close together in the application. Use figure numbers that correspond to Items. For example, the third figure for Item 7.5 would be 7.5-3. (See example on the figure shown to the right.)

The following graph illustrates data an applicant might present as part of a response to Item 7.5, Company-Specific Results. In the Business Overview and in Item 3.1, the applicant has indicated on-time delivery as a key customer requirement.

Using the graph, the following characteristics of clear and effective data reporting are illustrated:

- A figure number is provided for reference to the graph in the text.
- Both axes and units of measure are clearly labeled.
- Trend lines report data for a key business requirement — on-time delivery.
- Results are presented for several years.
- Appropriate comparisons are clearly shown.
- The company shows, using a single graph, that its three divisions separately track on-time delivery.

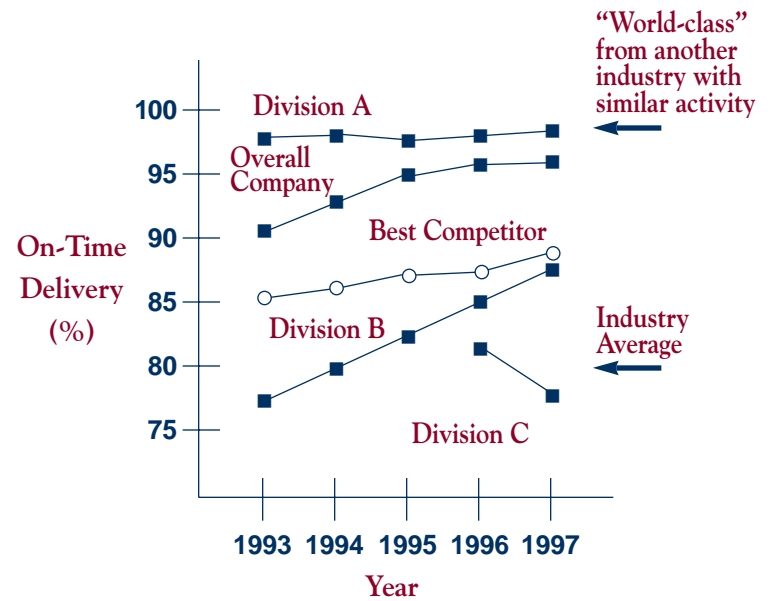


Figure 7.5-3 On-Time Delivery Performance

To help interpret the Scoring Guidelines, the following comments on the graphed results would be appropriate:

- The current overall company performance level is excellent. This conclusion is supported by the comparison with competitors and with a “world-class” level.
- The company shows excellent improvement trends.
- Division A is the current performance leader — showing sustained high performance and a slightly positive trend. Division B shows rapid improvement. Its current performance is near that of the best industry competitor, but trails the “world-class” level.
- Division C — a new division — is having early problems with on-time delivery. The applicant has analyzed and explained these early problems in its application report.

APPLICATION FORM – INSTRUCTIONS

General Instructions

Type all information requested. A copy of the 1998 Application Form must be included in each of the 20 copies of the 1998 Application Report (as described on page 20).

Item Instructions

Item 1. Applicant

Provide the official name and mailing address of the organization applying for the Award.

Item 2. Award Category

From the approved 1998 Eligibility Determination Form, indicate which of the three Award categories was approved.

Item 3. Highest-Ranking Official

Provide the name, title, mailing address, and telephone number of the applicant's highest-ranking official.

Item 4. Official Inquiry Point

As the examination proceeds, the applicant may need to be contacted for additional information or for arrangements for a site visit. Further communications between the applicant and ASQ or MBNQA will be limited to this Official Inquiry Point. This person should have both in-depth knowledge of the organization and a good understanding of the organization's application.

Give the name, title, address, telephone number, and fax number of the person with authority to provide additional information or to arrange a site visit.

If this Official Inquiry Point changes during the course of the application process, please inform ASQ.

Item 5. Fee

Fee payment must be submitted with the application. The application fees for the 1998 Application Report are \$4500 for the Manufacturing and Service categories and \$1500 for the Small Business category. The 1998 fees for supplemental sections are \$1500 per section.

Item 6. Release Statement

Please read this section carefully. A signed application indicates that the applicant agrees to the terms and conditions stated there.

Item 7. Signature, Authorizing Official

The applicant's highest-ranking official or designee must sign in the space provided, indicating that the applicant will comply with the terms and conditions stated in the document. Type that person's name, title, address, and telephone number, as indicated.

1998 APPLICATION FORM

Malcolm Baldrige National Quality Award



1 Applicant

Name _____

Address _____

2 Award Category (Check one.)

☐ Manufacturing ☐ Service ☐ Small Business

3 Highest-Ranking Official

Mr.
Mrs.
Ms.
Dr.
Name _____

Title _____

Applicant Name _____

Address _____

Telephone No. _____

4 Official Inquiry Point

Mr.
Mrs.
Ms.
Dr.
Name _____

Title _____

Applicant Name _____

Mailing Address _____

Overnight
Mailing Address _____

Telephone No. _____

Fax No. _____

5 Fee (See page 4 for instructions.)

Enclosed is \$_____ to cover one
application report and _____ supplemental sections.

Make check or money order payable to:

The Malcolm Baldrige National Quality Award

6 Release Statement

We understand that this application will be reviewed by
members of the Board of Examiners.

Should our organization be selected for a site visit, we
agree to host the site visit and to facilitate an open and
unbiased examination. We understand that the
company must pay reasonable costs associated with a
site visit.

If our company is selected to receive an Award, we agree
to share nonproprietary information on our successful
performance and quality strategies with other U.S.
organizations.

7 Signature, Authorizing Official

Date _____

X

Mr.
Mrs.
Ms.
Dr.
Name _____

Title _____

Applicant Name _____

Address _____

Telephone No. _____

OMB Clearance #0693-0006
Expiration Date: March 31, 1999

*This form may be copied and attached to, or
bound with, other application materials.*

HOW TO ORDER AWARD AND EDUCATIONAL MATERIALS

Award Materials

Individual Orders

Individual copies of the Criteria and the Application Forms & Instructions can be obtained free of charge from the National Quality Program (NIST).

Bulk Orders

Multiple copies of the **1998 Criteria for Performance Excellence** booklets may be ordered in packets of 10 for \$29.95 plus shipping and handling from the American Society for Quality (ASQ).

1998 Business Criteria — Item Number T1077
1998 Education Criteria — Item Number T1037
1998 Health Care Criteria — Item Number T1038

How to Order

- For fastest service, call toll free (800) 248-1946 in the U.S. and Canada (in Mexico, dial toll free 95-800-248-1946). Have item numbers, your credit card or purchase order number, and (if applicable) ASQ member number ready.
- Or fax your completed order form to ASQ at (414) 272-1734.
- Or mail your order to: ASQ Customer Service Department, P.O. Box 3066, Milwaukee, WI 53201-3066.
- Or order online: Order from ASQ's website at <http://www.asq.org>.

Payment

Your payment options include: check, money order, U.S. purchase order, VISA, MasterCard, or American Express. Payment must be made in U.S. currency; checks and money orders must be drawn on a U.S. financial institution. All international orders must be prepaid. Please make checks payable to ASQ.

Shipping Fees

The following shipping and processing schedule applies to all orders:

Order Amount	U.S. Charges	Canadian Charges
0 – \$34.99	\$ 4.00	\$ 9.00
\$35.00 – 99.99	6.25	11.25
Over \$100.00	12.50*	17.50

- Orders shipped within the continental U.S. and Canada where UPS service is available will be shipped UPS.
- Please allow one to two weeks for delivery. International customers, please allow six to eight weeks for delivery.

- There is a charge of 25% of the total order amount for shipments outside the U.S./Canada.
- Your credit card will not be charged until your items are shipped. Shipping and processing are charged one time, up front, for the entire order.

**If actual shipping charges exceed \$12.50 (\$17.50 Canadian), ASQ will invoice the customer for the additional expense.*

Educational Materials

Each year, the Baldrige Program develops materials for use in training members of the Board of Examiners, and for sharing information on the successful quality strategies of the Award recipients. The items listed below are a sample of the educational materials that may be ordered from ASQ.

Case Studies

The case studies are used to prepare Examiners for the interpretation of the Criteria and the Scoring System. The case studies, when used with the Criteria, illustrate the Award application and review process. The case study packet is illustrative of an application for the Baldrige Award and is useful in understanding the benefits of the Baldrige process, as well as for self-assessment, planning, training, and other uses.

1997 Business Case Study Packet: Gateway Estate Lawn Equipment Company *(Based on the 1997 Criteria for Performance Excellence)*

Item Number T1039: \$49.95 plus shipping and handling

Education Case Study Packet: Ridgecrest School District *(Based on the 1995 Education Pilot Criteria)*

Item Number T1023: \$7.28 plus shipping and handling

Health Care Case Study Packet: Pinnacle Health Plan *(Based on the 1995 Health Care Pilot Criteria)*

Item Number T1029: \$7.28 plus shipping and handling

Award Winners Videos

The Award winners videos are a valuable resource for gaining a better understanding of performance excellence and quality achievement. The videos provide background information on the Baldrige Program, highlights from the annual Award ceremony, and interviews with representatives from the winning companies. Information on the 1997 Award winners video is provided below. Videos about Award winners from other years also are available from ASQ.

1997 — Item Number T1042 \$20.00
(Available February 1998)



QUEST FOR EXCELLENCE CONFERENCE

Each year, Quest for Excellence, the official conference of the Malcolm Baldrige National Quality Award, provides a forum for worldwide business leaders to hear and question Baldrige Award recipients. Quest for Excellence X will showcase the 1997 winners.

For the last nine years, business executives and quality leaders have come to this conference to hear about the journeys to business excellence and the exceptional business practices of award-winning companies. Presentations will be made by the CEOs and others in the 1997 winning companies who are transforming their organizations. A special session is planned to highlight the accomplishments of winners over the first ten years of the Award Program. These presentations will cover all seven Categories of the Criteria: Leadership; Strategic Planning; Customer and Market Focus; Information and Analysis;

Human Resource Development and Management; Process Management; and Business Results. This three-day conference is designed to maximize learning and networking opportunities with attendees from around the world.

The Conference dates are February 8-11, 1998, including a 10th Anniversary Gala to be held Sunday evening, February 8. The Conference will be held at the Washington Hilton and Towers, in Washington, DC. For further information, contact NIST, National Quality Program, Administration Building, Room A635, Gaithersburg, MD 20899-0001; telephone (301) 975-2036; fax (301) 948-3716; or e-mail: nqp@nist.gov.

Requests for registration information should be directed to ASQ: telephone (800) 248-1946 or fax (414) 272-1734.

PAPERWORK REDUCTION ACT STATEMENT

Notwithstanding any other provision of the law, no person is required to respond to, nor shall any person be subject to a penalty for failure to comply with, a collection of information subject to the requirements of the Paperwork Reduction Act, unless that collection of information displays a currently valid OMB Control Number.

The reason for collecting this information is to allow organizations to apply for the Malcolm Baldrige National Quality Award (Award). The information obtained will assist in determining the winners. Responses to the collection of information are required to be considered for the Award. Confidentiality of the submitted information is covered under the Freedom of Information Act to the extent possible under the law.

The public reporting burden for this collection is estimated to average 100 hours for the initial response of the first

time applicant (this includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the relevant data, and completing and reviewing the collection of information). As the organization reapplies for the Award in future years, it is possible that this burden will change, in either direction, based on the feedback the respondent gains from their first application.

Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden to:

Dr. Harry Hertz, Director, National Quality Program, National Institute of Standards and Technology, Gaithersburg, MD, 20899-0001, and to the Office of Information and Regulatory Affairs, Office of Management and Budget, Washington, DC 20503.

The Malcolm Baldrige National Quality Award

United States Department of Commerce
Technology Administration
National Institute of Standards and Technology
National Quality Program
Route 270 and Quince Orchard Road
Administration Building, Room A635
Gaithersburg, MD 20899-0001

The National Institute of Standards and Technology (NIST) is a non-regulatory federal agency within the Commerce Department's Technology Administration. NIST's primary mission is to promote economic growth by working with industry to develop and apply technology, measurements, and standards. The National Quality Program at NIST manages the Malcolm Baldrige National Quality Award Program.

Call NIST for:

- information about the Criteria for Performance Excellence
- information on the Baldrige Award and eligibility requirements
- information on the content of Baldrige Award documents
- individual copies of the Criteria (no cost)
- Application Forms & Instructions (no cost)
- Examiner applications (no cost)

Telephone: (301) 975-2036; Fax: (301) 948-3716; E-mail: nqp@nist.gov
Web Address: <http://www.quality.nist.gov>

American Society for Quality
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Milwaukee, WI 53201-3005

The American Society for Quality (ASQ) is a society of individual and organizational members dedicated to the ongoing development, advancement, and promotion of quality concepts, principles, and techniques. ASQ administers the Malcolm Baldrige National Quality Award Program under contract to NIST.

Call ASQ to place orders for:

- bulk copies of the Criteria
- case studies
- Award winners videos

Telephone: (800) 248-1946; Fax: (414) 272-1734; E-mail: asq@asq.org
Web Address: <http://www.asq.org>